

Policy name	Guidelines for the assessment of academic positions at Copenhagen Business School		
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This document provides guidelines for the assessment committee and specifies the requirements of a thorough and diligent assessment report.

## 1 Purpose of the Assessment Committee

The principal objective of the Assessment Committee is to provide a **scholarly assessment** of the qualifications possessed by candidates shortlisted for an academic position at CBS.

The assessment must be written in an appropriate objective language and include a clear conclusion and recommendation for each candidate. The assessment must be written in English. If the announcement is in Danish, the assessment may also be written in Danish. The length of the assessment report should be no more than 5 pages for each candidate.

The committee must ensure an impartial, qualified assessment of the applicants' academic qualifications. The committee is not to prioritize the applicants or determine who would be best qualified for the position. Each applicant must be assessed individually.

The assessment criteria and the structure of the assessment depend on the level of seniority, as explained in the following.

### 1.1 Associate, teaching associate and full professorships

In evaluating candidates for positions at the levels of associate, teaching associate, and full professorships, the CBS REEAD criteria serve as the cornerstone. REEAD encompasses Research, Education, External funding, Academic citizenship, and Dissemination. The committee members must familiarize themselves with the introduction of the REEAD document and the section corresponding to the specific position under consideration.

The committee must assess the candidates according to both the [CBS REEAD Entry Criteria](#) and the requirements delineated in the vacancy announcement.

The report must be structured according to the five REEAD entry criteria, describing the candidate's strengths and shortcomings within each REEAD element. In addition to the REEAD-based scholarly assessment, metrics such as citation counts, journal rankings and teaching scores can be included as supplementary information. Such metrics, however, cannot substitute for a scholarly assessment. The REEAD document provides additional details on the use and limitations of metrics.

### 1.2 Other (non-tenured) positions

For other positions, including research assistants, PhD fellows, postdocs, assistant professors, tenure-track assistant professors, and teaching assistant professors, the candidate must fulfill the requirements outlined in the vacancy announcement.

## 2 Confidentiality and conflict of interest

Work relating to the assessment is fully confidential. Members of the committee may only discuss the assessment with other members of the assessment committee.

Pursuant to the Public Administration Act, there is an obligation to disclose any conflict of

interest or suspicion of conflict of interest, i.e. conditions which could give rise to doubts as to whether an assessment committee member is able to give each assessment impartial treatment. In case of conflict of interest, the committee member in question must not participate in the assessment of the given candidate but the committee member will under normal circumstances be able to assess the other candidates, unless there is a particularly strong attachment to a candidate (i.e. animosity or close friendship).

It is the responsibility of the Head of Department (HoD) to ensure that the members of the committee are informed of the above. However, it is each member's responsibility to disclose as soon as possible whether they have a potential conflict of interest in relation to one or more applicants.

Relationships that could typically lead to conflict of interest are as follows:

- Personal or financial interest in the outcome of the case
- Family and/or cohabitation
- Affiliation with private companies, associations, etc., which have a particular interest in the outcome of the case
- Other relationships that may raise doubts about their impartiality, e.g. in connection with:
  - a. Co-authorship
  - b. Other close professional co-operation or
  - c. Friendship/enmity.

It should be noted:

- a. Co-authorship between the applicant and a member of the assessment committee does not result in automatic conflict of interest. What is crucial to the assessment is:
  - The scope of the co-authorship
  - Timing

It is the responsibility of assessment committee members to estimate whether the scope and timing of co-authorship is considerable and thus causes conflict of interest.

Co-authorship that is not estimated to cause conflict of interest, must still be disclosed in the assessment by the committee member.

The co-author statement provided is used to assess the importance of the co-authorship in relation to the matter of conflict of interest.

- b. Other professional co-operation: The fact that a member of the assessment committee must assess a person with whom they have or have had collegial co-operation (e.g. guidance) does not in itself result in conflict of interest either.
- c. Friendship/enmity: For conflict of interest to occur, there must be a close friendship or apparent enmity. Ordinary collegial sympathy or general academic disagreement do not in themselves result in conflict of interest. In cases where an applicant does not like an assessor or vice versa, this does not in itself mean that the assessor has a conflict of interest. However, it is a condition

that, in this case, the assessor can relate professionally and impartially to the applicant and that the dislike of the other person does not constitute an animosity of such a degree as treated above (enmity).

Failure to comply with the rules on conflict of interest in personnel matters may lead to the annulment of the assessment and may, in graver cases, lead to disciplinary action from CBS against CBS staff members who have not complied with the rules. If a member is in doubt about eligibility in relation to membership of the assessment committee or has knowledge of any conflict or potential conflict of interest of a committee member, the member must contact the HoD. In case where doubt, it is the responsibility of the HoD to make the final decision whether or not there is conflict of interest.

### **3 Duties of the chairperson and the assessment committee members**

The chairperson of the assessment committee is responsible for ensuring:

- that the committee has all relevant documentation in order to make a complete assessment of each applicant. It is possible, however, to dismiss an application, should an applicant have failed to submit all required material listed in the announcement;
- observance of deadlines;
- application of any extension of deadlines;
- preparation of the assessment;
- expedient clarification of any queries to the work of the committee.

The members of the committee must familiarise themselves with all available material, so that every applicant is assessed by all committee members. The committee may, however, agree on a division of labour following which the individual members prepare a draft on specific applicants.

In case of disagreement e.g. on the wording of the assessment, or the inclusion of material not submitted with an application, a decision will be made by the committee by simple majority, unless otherwise expressly stated. Any disagreement among the members of the committee should be clearly stated in the individual assessment in each separate case.

### **4 Handling the assessment in the online recruitment system**

Once the assessment committee's work can begin, each member of the committee receives an email. The email contains a link to each application and provides access to the applicants' data. It is the responsibility of the chairperson to submit the assessment and conclusion (qualified/not qualified) into this online form. Only the chairperson can submit information. Other committee members can access the final assessment text via a link in the email.

### **5 The next step in the recruitment process**

All assessments must be approved by the relevant Head of Department who will check that all assessments live up to this guideline. Once approved by HoD the individual assessment report will be sent to each applicant. Applicants have one week to object to their assessments.

Candidates may object to their assessment. In case an objection has been made, the chairperson of the committee is contacted and asked to draw up an answer to the applicant's

objection and, if necessary, correct the assessment on behalf of the committee. Once the objection has been acknowledged and the reply sent to the applicant in question, the selection process can continue.

## **6 Assessment fee and registration in Prophix**

The assessment work is remunerated in accordance with the agreement between the Ministry of Finance and the Danish Confederation of Professional Associations.

Members employed by CBS will have hours registered. External members of the assessment committee will be contacted by HR & Legal in order to receive remuneration for the assessment work.

## **7 Deadlines**

Pursuant to the Ministerial Order on the Appointment of Academic Staff at Universities, a decision of employment must be reached no later than six months after the deadline for applications has expired. It is essential that the assessment committee observes the deadline for the assessment reports as defined by the hiring department.